

**Annual Report and Summary of Accounts** 2008/09

Delivering in partnership







This annual report and summary of accounts is an easy-to-read overview of how Cherwell District Council has continued to improve and protect public services during 2008/09. We've maintained a sound

financial position, characterised by reduced running costs. Not many organisations can say they have improved services and reduced their costs at the same time - a major achievement. Councillors are clear that residents expect this from a council that has been graded "excellent" by the Audit Commission – something I am very proud of.

The financial year 2008/09 was busy, productive, and an important milestone year for Cherwell District Council. We embedded a robust performance management regime, which enables councillors to track and manage priority projects, while keeping enough capacity to react to the emerging economic downturn.

This report details our achievements and shows how we performed against our public promises. A further investment of £15 million to complete our ambitious £25 million sport centre modernisation programme means residents can access brand new leisure facilities across the district. Working with our partners we've helped reduce thefts from vehicles, robbery and household burglaries by 9 per cent, against a target of 5 per cent and we kept council tax increases below the rate of inflation.

Our last financial year was a "good news story" and I pay credit here to the hard work and dedication of council staff. The public should be assured that the council will not rest on its laurels. Cherwell District Council will continue to improve services while reducing costs. We believe we have a winning formula.



Councillor Barry Wood
Leader, Cherwell District Council

What we promised	What we did
Ensure 90 per cent of our streets and parks are clean at any one time	Target exceeded – 93 per cent streets and parks clean at any one time
Achieve a recycling rate of 49 per cent	Target exceeded – recycling rate is 49.6 per cent
Reduce waste going to landfill by 1,500 tonnes	Target exceeded – 1,640 fewer tonnes sent to landfill
Reduce the council's CO <sub>2</sub> emissions by 4 per cent	The refurbishment of Bodicote House and other new measures will help us reduce emissions
Ensure at least 78 per cent of residents, when asked, say they feel safe at home and in the community	Target exceeded – 87 per cent of residents felt safe outside in the local area during the day and 57 per cent after dark
Work with Thames Valley Police to reduce crime involving theft from vehicles, robbery and household burglary by 5 per cent	Target exceeded – theft from vehicles, robbery and household burglaries reduced by 9 per cent
Support provision of the best possible services at the Horton General Hospital	Target achieved – we continued to support and influence the Better Healthcare Programme which is developing proposals for services at the Horton

Support new and improved healthcare services in Bicester and surrounding areas

Invest £15m in rebuilding or refurbishing our sports centres to deliver better future services in Banbury, Bicester and Kidlington

Contribute to the creation of 200 new jobs in the district

Achieve 400 new homes including a minimum of 100 affordable homes

Enhance Kidlington village centre by replacing the street furniture

Ensure that at least 90 per cent of our customers, when asked, are satisfied with our service when contacting the council

Keep our council tax increase to below inflation

Provide rural customers with more ways to access our services, including ten new access points in local communities

Ensure that 70 per cent of our customers when asked feel well-informed about the council

Some progress made – we continue to work with the Primary Care Trust

Target achieved – with the construction work completed in 2008/09 leading to the opening of fully-modernised Bicester and Kidlington leisure centres in June 2009 and of Woodgreen Pool in Banbury in August 2009

Target exceeded – 817 new jobs created (although more were lost as a result of the economic downturn)

Target exceeded – 428 new homes completed including 122 affordable homes

Completed in May 2009

Target exceeded – in March 2009, 99 per cent of the council's face-to-face and telephone customers were satisfied with the customer service they received

Target achieved – the council tax increase for 2009/10 was below the rate of inflation (for the third year in a row)

Target exceeded – Customers can pay council bills at 26 PayPoints throughout the district, including 9 in village locations, and access council information and services at three LinkPoint kiosks located in villages.

Target not achieved – The 2008 annual customer satisfaction survey showed 64 per cent of residents feel well informed. We are taking action to improve on this performance

# Chief Executive's look forward



As I write this we are halfway through 2009/10. We are making very good progress towards our 16 promises for this year, including the promise to reduce our costs by a further £1 million by the beginning of 2010/11.

We continue to manage the impact of the economic recession on the council itself -- it's reducing our income from some services such as planning applications and significantly increasing our workload in others, such as housing benefits. It looks as if we'll have to manage these challenges for some time. We may well face substantial cuts to our funding from central

government over the next few years and we are doing all we can now to be best-placed to protect services when this happens.

We have worked hard this year to support residents who have been made redundant or face the threat of redundancy. Our Job Clubs in Banbury and Bicester have been an important part of this and we'll continue to focus our efforts on supporting people who find themselves in this situation.

Mary Harpley

Mary Harpley
Chief Executive

# 2008/09 – Headlines

We were awarded 'excellent' status under the comprehensive performance assessment (previously 'good') and became the joint fifth best-performing district council in the country out of 238.



- We improved our score (the scale is one to four) under the national use of resources inspection regime for financial reporting' and for value for money (from two to three).
- All of this was achieved at the same time as reducing overall operating costs.



## **Cherwell: A district of opportunity**

We led and funded the successful launch of a job club in Banbury and started planning for a job club in Bicester.



- The number of households living in temporary accommodation fell to under 100 for the first time. This has now improved further, reducing to 63 families against a target of 96.
- Implemented the new rural strategy.



## A cleaner, greener Cherwell

- Our street cleansing service now operates additional hours in urban areas.
- We met our targets for dealing with litter, graffiti, and fly posting, reducing the low level of environmental crime even further.
- We processed 86 per cent of 'major' planning applications within the Government target of 13 weeks, against a target of 80 per cent.

We invested in additional waste bins and new street cleansing vehicles which will improve cleansing standards and operational efficiency.



## A safe and healthy Cherwell

We exceeded targets for reducing serious violent crime and serious acquisitive crime.



- We established six neighbourhood action groups with community representation.
- We allocated grants to improve 17 village halls.
- An additional £60,000 of grant funding given to support advice centres and seniors clubs.

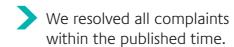
For Advice controls and seniors dulos

Sixty thousand pounds 60,000 ~ 00

Cherwell District council

## An accessible council

- We opened one-stop shops in Banbury, Bicester and Kidlington.
- We installed three Link Point kiosks at Cropredy Bridge Stores, Sibford Gower and Deddington Library. Opening hours extended to 8.45am to 5pm, five days a week, and a range of online services available 24/7.







## A value for money council:

- We delivered over £1 million of efficiency savings.
- We completed the refurbishment of Bodicote House to plan and budget, helping reduce our costs and improve our environmental performance.



We will receive income from letting the town centre offices in Banbury to the primary care trust for a new GP led health centre and dentist and are exploring options to let Old Bodicote House.

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# Summary of accounts 2008/2009

#### Head of finance's statement

The council's statement of accounts has been prepared in accordance with the Code of Practice on Local Authority Accounting. The council's annual accounts are subject to an annual audit inspection by the Audit Commission. The purpose of the accounts is to give residents, businesses, tax payers

and partners clear information about the council's finances.

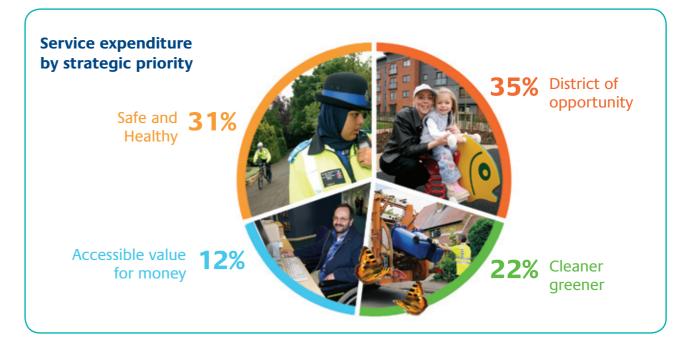
A full copy of the accounts is available for examination on request. It is available at www.cherwell.gov.uk or if you prefer a printed copy can be ordered via the website.

# This summary gives a brief overview of the council's expenditure and income and its financial position for the year ending 31 March, 2009.

Our income and expenditure account for the year ending 31 March, 2009 shows that we spent £30.6 million on running services but after exceptional items, other costs and income, our spend for the year was £20.2 million. The money that we spend comes from local and national taxes and business rates given back to us by central Government. The council receives income from four sources: council tax, central government grants and business rates, investment income and fees and charges.

2008/09 £'000

	£ 000
Expenditure	
Service expenditure	30,581
Net service expenditure	30,581
Exceptional items	2,000
Net cost of services	32,581
Town and parish precepts	3,755
Surplus from trading activities and sale of assets	-845
Investment income	-6,050
Interest cost on pension fund	1,750
Other accounting items (including pension fund and depreciation)	-7,652
Use of reserves	-3,317
Amount we spent	20,222
Funding	
Collection fund	-3,857
Cherwell District Council tax	-5,961
Government grant - general	-1,236
Government grant - NNDR from pool	-9,123
Total funding	20,177
Decrease in general fund balance in 2008/09	-45
General fund balance at 31 March, 2008	1,949
General fund balance at 31 March, 2009	1,904



#### **General fund balance**

This balance shows how much money we had at the end of the year as our working balance (known as the general fund balance), the amount left over from the income and expenditure account, statutory amounts we took into account (such as depreciation) and money we have put away in our reserves for future projects. This becomes our opening balance for the next financial year.

## **Capital expenditure and financing**

We invested money on a variety of capital schemes during the year, to continue providing first-class public facilities and investment in the infrastructure of the district.

The council delivered 100 per cent of its 08/09 capital budget. Capital expenditure (spending on the acquisition, creation or enhancement of fixed assets) and capital income (mainly receipts from the sale of such assets), are detailed in the notes to the financial statements and summarised in the tables below:

2008/09 capital expenditure	£,000
Operational assets	8,562
Non-operational assets	14,551
Intangible assets	259
Revenue expenditure funded from capital under statute (REFCUS)	5,252
	28,624

Capital schemes	Budget	Actual	Variance
	£`000	£`000	£`000
Town centre redevelopments	234	154	80
Housing services	2,742	2,794	(52)
Environmental services	999	954	45
ICT projects	944	1,048	(104)
Sports centre modernisation	19,249	19,242	7
Bodicote house accomodation changes	1,034	1,070	(36)
Health and recreation	913	937	(24)
Various small value schemes	499	425	74
Flood aleviation scheme*	2,000	2,000	0
	28,614	28,624	(10)

The table below shows how we funded our capital programme:

2007/08 capital expenditure financing	£'000
Capital receipts	23,963
Government grants and other contributions - assets	1,259
Government grants and other contributions - REFCUS	733
Direct revenue financing	669
REFCUS funded from earmarked reserve through revenue	2,000
	28,624

#### Balance sheet - what are we worth?

Our balance sheet gives a "snapshot-in-time" picture of our financial position at the end of the financial year. It shows the value of our assets and investments, what we owe (now and in the future) funds we hold for others and amounts owed to us. As well as how much cash we hold and how our organisation is financed (reserves and balances). All as that particular "snapshot-in-time".

We started the year with £159 million of net assets, earmarked reserves of £12.5 million and a general fund balance of £1.9 million. As at 31 March, 2009 the net asset figure had fallen by £29 million mainly due to the fall in interest rates resulting in a forecast increased pension deficit and a reduction in value (impairment) of assets, such as land and buildings as a result of the general property market slump. At the

end of the year we remain financially sound with net assets of £130 million, £9.2 million of earmarked reserves and £1.9 million of general fund reserves.

Balance sheet	£'000
Assets such as land and buildings and stock owned by the council	102,726
Money invested to generate interest to support the council tax	85,111
Cash and bank balance	-133
Money owed to us	10,433
Money we owe**	-68,316
Total assets and liabilities	129,821

<sup>\*</sup> Funds allocated in 08/09 budget, for delivery in 09/10

#### **Cash flow statement**

The cash flow statement summarises how much cash we paid in and how much we paid out during the year. The council's bank balance improved by £0.1 million during 2008/2009.

## **Collecting local taxes**

Council tax: Cherwell District Council, as the billing authority, collects the council tax for Oxfordshire County Council, Thames Valley Police Authority and the individual town and parish councils as well as the district's own requirements. Council tax collected in 2008/2009 was £71.7 million. This includes an additional £0.6 million secured above the targetted 98 per cent collection rate. This amount will be distributed among all preceptors.

The council tax collected by Cherwell District Council during 2008/2009 was distributed as follows.

Cashflow	£'000	
Bank balance on 1 April, 2008	-252	
Cash outflow from revenue activities	12,793	
Cash inflow from investments	-8,078	
Net cashflow from capital activites	20,216	
Net decrease in short term deposits	-25,050	
Net increase in cash	-119	
Bank balance on 31 March, 2009	-133	

Business Rates: Business rates are set by the Government. Cherwell District Council collects the business rates due in the district and pays them directly to the government. The Government redistributes these funds to all local authorities using a method based on population. During 2008/2009 the council paid £62 million to the Government and received £9 million.

2008/2009 £'000

Oxfordshire County Council	54,137
Thames Valley Police	7,191
Parishes	3,755
Cherwell District Council	5,961

71,044

## **Glossary**

**Exceptional items** Exceptional items are ones that are material in terms of the authority's overall expenditure and are not expected to recur frequently or regularly.

Capital receipts These are monies received from the sale of assets e.g. council buildings and surplus land. The council is required, under current legislation, to "set aside" a proportion of the receipt to meet debt repayments where debt-free councils can spend the receipts (subject to certain restrictions).

**Collection fund** This account reflects the statutory requirement

to maintain a separate Fund, which shows the transactions of the billing Authority in relation to national non-domestic rates and council tax, and illustrates the way in which these have been distributed to preceptors and the council's general fund. The collection fund is consolidated with the other accounts of the council.

# Business rates (or national non domestic rates - NNDR)

These are paid on commercial, business and non-residential properties. The Government determines the level, although the council is responsible for its billing and collection. The proceeds are pooled and then redistributed among local authorities.

# Revenue Expenditure Funded from Capital under Statute (REFCUS)

Capital expenditure which does not result in, or remain matched with, tangible assets. Examples of this include expenditure on items such as private sector housing grants or expenses included in the promotion of a private act of Parliament.

A full glossary of terms used in this summary of accounts can be found in the 2008/09 statement of accounts

<sup>\*\*</sup> Including pension fund and other funds held on behalf of others

We published our environmental strategy for a changing climate in May 2008 and produced leaflets on working together on climate change. You can read them online at www.cherwell.gov.uk in the environment and planning section, under climate change and sustainability.

### How we're getting greener

- Changes to our main office accommodation improved energy efficiency by maximising light and ventilation.
- The changes also mean we occupy 23 per cent less space than we did before, helping to reduce our energy bills. We plan to rent this space out to local organisations.
- There's also more recycling facilities in our buildings so staff can be green at work.
- A quarter of our refuse collection fleet has been replaced, with each new vehicle producing 80 per cent less nitrous oxide and 60 per cent less soot than the one it replaced.
- New light fittings and controls at Banbury Museum are expected to reduce our carbon emissions by 31 tonnes and our energy bill by £5,000.
- We're monitoring our energy consumption, using the data to highlight areas where we could reduce energy consumption and cut carbon emissions.
- We're supporting local businesses and the environment with our sustainable procurement policy – buying goods and services form suppliers with high environmental standards.
- A special partnership group now supports organisations across the district, helping them develop actions to reduce CO<sub>2</sub> emissions.
- More than 60,000 households received a leaflet providing advice on actions they can take to help reduce the impact of climate change.

#### What the future holds what we still want to achieve

 More support for local businesses, communities and residents who want to reduce their carbon footprint.



- Ongoing replacements of or refuse collection fleet.
- Further reduction of energy consumption in council buildings
- Reducing our business mileage
- Buying energy using green tariffs

#### NI 194 showed a baseline of

Nitrous Oxides emissions 14256 kg Soot 519 kg

### Carbon Footprint Baseline 2007/08 Staff travel 2% Corporate buildings 17% Sports Council fleet 62% 19%

# Delivering in partnership

Communities in Cherwell face a variety of issues that the district council can't address on its own. Instead we join forces with other organisations in Oxfordshire to share expertise, objectives and success. We are grateful for the contributions from these organisations and we recognise many of the services our community receives could not be delivered without successful partnership working.

## Significant partnerships in action

You'll see a full list of our significant partnership organisations on the back cover. Here's just a selection of our achievements in 2008/9.

## Oxfordshire Housing **Partnership**

Met our target of delivering 256 units.



#### **Oxfordshire Economic Partnership**

Launched the UK's first job club in Banbury and Bicester to help people get back to work.



## **Cherwell Safer Communities Partnership**

Provided funding to offer CCTV cameras for installation in taxis.



## **Oxfordshire Safer Communities Partnership**

County-wide campaign to raise awareness of domestic abuse launched by broadcaster and journalist Nick Ross, who pronounced it the best campaign of its kind he'd seen.



## **Health and Wellbeing Partnership Board**

Achieved the highest participation rate of all English counties, with more than 26 per cent of adults involved in sport in Oxfordshire.



#### **Bicester Vision**

Part of Bicester Vision's work this year, as its influence continues to grow, was to organise a retail conference which attracted almost 150 retailers.

## **Homelessness Strategy Partnership**

Raided awareness of homelessness prevention among young people with the No Place Like Home campaign

## **Kidlington Village Centre Management Board**

Completed first phase of Exeter Close conversion, providing extended playing fields pavilion and refurbishing tennis courts.

### **Banbury Town Centre Partnership**

Gained a Silver Guild award in the Britain in Bloom competition after installing new planters and the sun motif at Banbury Cross.

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# Performance indicators

All councils are required by the Government to collect information on areas such as waste, planning, benefits and housing and report on them each year.

This enables us to compare current performance against past years and see how we compare with other local authorities.

## Where we are performing well

While we want to improve across all services we have prioritised those services we know are particularly important to the public. Because of this we are pleased to highlight some of our key achievements in 2008/09

We spent £910,000 on

140 schemes to improve

the homes of people with

target of 1500 tonnes.



817 new jobs were created.

The waste recycling rate is 49.6 per cent, exceeding the target of 49 per cent.

disabilities.

The amount of waste sent to landfill was reduced by 1640 tonnes against a

428 new homes were completed against a target of 400 and 122 affordable homes completed against a target of 100.

The number of households living in temporary accommodation fell to under 100 for the first time. This has now been reduced to 63 families against a target of 96.

93 per cent of our streets and parks are clean at any one time against a target of 90 per cent.



We reduced theft from vehicles, robbery and household burglaries by 9 per cent against a target of 5 per cent and met targets for reducing serious violent crime and serious acquisitive crime.

## **Delivering our targets**

 Our corporate plan sets out our ambitions for delivering services to the community.
 In 2008/09 the council has met or made satisfactory progress on 96 per cent of the performance targets in the corporate plan.
 This is despite having considerably more difficult performance targets and surpasses the figure of 91 per cent reported last year.

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- In order to ensure the council is making best use of all its resources each year we have an internal corporate improvement plan. The council met 89 per cent of the
- targets in the corporate improvement plan, compared with 79 per cent in 2007/08, and made satisfactory progress on another 9 per cent.
- During the year, the Audit Commission released national comparative figures for performance against best value performance indicators (BVPI) for 2007/08. This shows we achieved 74 per cent of BVPIs in the top half of performance nationally, compared with 68 per cent in 2006/07.

## What we said we'd improve

In our last annual report we set out a number of areas where we wanted to improve our performance. This is how we did:

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	Removing dog mess	We surpassed our targets for keeping streets free from litter including dog mess.
	Removing abandoned vehicles	We surpassed our targets for both investigating and removing abandoned vehicles.
0 3 <del>0</del> 6 8	Providing guidance to preserve the character of all our conservation areas	64 per cent of our conservation areas have detailed character appraisals against out target of 75 per cent. These appraisals are of the highest possible quality and we will continue to make progress towards our target in 2009/10.
ಎ	Increase waste recycling by introducing a kitchen waste recycling service.	This cannot be achieved until the county council delivers the local food waste processing facility. We hope to commence the collection of kitchen waste for recycling in Autumn 2009.
	Ensure our workforce reflects the make up of the local community.	Our approach to recruitment aims to make the council attractive to everyone, regardless of ethnic background, religion or disability.
	Work with other agencies to reduce anti-social behaviour	The council, working with the police, the courts and youth services, have engaged with hundreds of young people and their parents to deal with incidents of antisocial behaviour. We have also pioneered new initiatives to support young people who could drift into crime.

For 2009/10 we have identified a number of key areas where public concern is high or performance does not meet the high standards we expect and these have been prioritised for action. They include:

- The impact of the economic recession on jobs and services.
- Encouraging visits from schools to Banbury Museum.
- The progress of major regeneration and development schemes.
- The time taken to process the smaller planning applications.
- The time taken to deal with the increasing numbers of claims for benefits.
- Reducing the incidents of flytipping.
- Preserving the character of all our conservation areas.
- Upgrading CCTV to help reduce crime and anti-social behaviour.

## **Glossary**

Performance indicator, Information that measures the extent to which a policy, programme or initiative is achieving its outcomes. The Government sets performance indicators for local government. Until the end of 2007/08 these were known as best value performance indicators. These have now been abolished and from 2008/09 have been replaced with national indicators.

In the council tax leaflet we sent to every household we set out our 16 promises for 2009/10.

Reduce the council's vehicle emissions by 10 per cent

Increase resident satisfaction with street and environmental cleanliness from 66 per cent to 70 per cent by improving the removal of dog mess and abandoned vehicles

Increase the household recycling rate to 50 per cent

Remove 90 per cent of fly tipping within 48 hours of reporting

Work with partners to reduce crime and anti-social behaviour by 200 offences or incidents compared with 2008/09

Continue to support the provision of the best possible services at the Horton General Hospital

Continue to support new and improved health care services for Bicester and surrounding areas

Open our new Spiceball leisure centre and improved Bicester and Kidlington leisure centres, and re-open the Woodgreen open-air pool

Help and support Cherwell's residents and businesses through uncertain times

Contribute to the creation of 200 new jobs

Deliver 100 affordable homes

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Work with partners to start the Bicester town-centre development

Make major improvements to Parsons Street, Banbury

Make it easier for local businesses to trade with us

Place ten new Link-Points in our rural areas to provide residents and businesses with a greater choice of access to our service

Take the steps required to reduce our costs by a further £1million by the beginning of 2010/11

## We're listening...

Whether you have suggestions about how we can improve this publication, a comment about our services or would like to tell us your views, we're keen to hear from you.

#### Take part

You can take part in our latest consultations by visiting our consultation portal http://consult.cherwell.gov.uk/ portal

#### Talk to us

You can find out more by contacting the community planning team, exploring our website or using our comments, complaints and compliments system:



consultation@cherwell-dc.gov.uk



Follow us on twitter. www.twitter.com/cherwellcouncil



Cllr Barry Wood, Leader of the Council

## Your Cherwell District Councillors



Portfolio holders

Vice Chairman

Chairman

Deputy Leader



Cllr Norman Bolster **BICESTER: WEST** 



Cllr Michael Gibbard



ARNTON, GOSFORE



THE ASTONS & HEYFORDS



**Cllr Tony llott** 

BANBURY: HARDWICK

Cllr Rose Stratford

**BICESTER: EAST** 



Cllr Debbie Pickford **BICESTER: TOWN** 



BANBURY: RUSCOTI





BANBURY: CALTHORPE

Cllr Alyas Ahmed

BANBURY: NEITHROP

Cllr Nicholas Mawer

BICESTER: NORTH

BANBURY: EASINGTON



Cllr Martin Weir

BANBURY: NEITHROP

Cllr Carol Steward



ANBURY: GRIMSBURY & CASTLE

Cllr Patricia

BANBURY: RUSCOTE

Cllr Rick Atkinson

**ADDERBURY** 

Cllr Nicholas Turner

BANBURY: HARDWICK



Cllr Margaret Cullip BANBURY: GRIMSBURY & CASTLE



BANBURY: GRIMSBURY









**BICESTER: SOUTH** 

(4)

KIRTLINGTON



BICESTER: WEST



**BICESTER: WEST** 

OTMOOR

Cllr Lawrie Stratford

**BICESTER: EAST** 



BLOXHAM & BODICOTE

Cllr Luke Annaly

THE ASTONS



Cllr Lynda Thirzie Smart BLOXHAM & BODICOTE



CAVERSFIELD



Cllr Maurice Billington



KIDLINGTON: SOUTH



KIDLINGTON: SOUTH



WROXTON













YARNTON, GOSFORD & WATER EATON



SIBFORD



CROPREDY **BICESTER: TOWN** 





Cllr Keith Strangwood







Cllr P A O'Sullivan DEDDINGTON





LAUNTON



Cllr Timothy Hallchurch MBE

## **Cherwell District Council**

Bodicote House Bodicote Banbury Oxfordshire OX15 4AA

Main telephone number for general enquiries: 01295 227001

Local offices currently deal with council tax and Housing matters for personal callers – the range of services available will be developed during 2008/09:

### **Banbury**

Castle Quay Banbury OX16 9PQ

#### **Bicester**

38 Market Square Bicester OX6 7YD

## **Kidlington**

Exeter Hall Oxford Road Kidlington OX5 1AB

The information in this document can be made available in other languages, large print braille, audio tape or electronic format on request. Please contact 01295 227001

Jeżeli chcieliby Państwo uzyskać informacje w innym języku lub w innym formacje, prosimy dać nam znać. 01295 227001

ਜੇ ਇਹ ਜਾਣਕਾਰੀ ਤੁਹਾਨੂੰ ਕਿਸੇ ਹੋਰ ਭਾਸ਼ਾ ਵਿਚ ਜਾਂ ਕਿਸੇ ਹੋਰ ਰੂਪ ਵਿਚ ਚਾਹੀਦੀ, ਤਾਂ ਇਹ ਸਾਥੋਂ ਮੰਗ ਲਓ। 01295 227001

如欲索取以另一語文印製或另一格式製作的資料, 請與我們聯絡。01295 227001

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## **Our partners**

#### **Supporting People Partnership**

www.oxfordshire.gov.uk supportingpeople

# Children and Young People Partnership

www.oxfordshire.gov.uk/cypp

## Oxfordshire Housing Partnership

www.oxfordshirepartnership.org.uk

### Oxfordshire Waste Partnership

www.oxfordshirewaste.gov.uk

#### **Oxfordshire Economic Partnership**

www.oep.org.uk

# Oxfordshire Safer Communities Partnership

www.saferoxford.org.uk

## Oxfordshire Voluntary Sector Development Partnership

www.oxfordshirepartnership.org.uk

## Health and Well Being Partnership Board

www.oxfordshirepartnership.org.uk

## Cherwell Community Planning Partnership

**Homelessness Strategy Partnership** 

#### Cherwell Registered Social Landlords Partnership

#### **Banbury Town Centre Partnership**

For more information visit www.cherwell.gov.uk

# Cherwell Safer Community Partnership

www.cherwellcsi.org

# Cherwell M40 Investment Partnership

www.cherwell-m40.co.uk

#### Kidlington Village Centre Management Board

www.kidlington-pc.gov.uk

#### **Bicester Vision**

www.bicestervision.co.uk